

ROBERT G. RATCLIFFE
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Summary: An experienced and knowledgeable professional having the ability to put together a comprehensive Supply Chain strategy leveraging a company's ERP system to significantly affect its bottom line.

Qualifications include:

- MBA (Finance and Information Systems)
- CSCP (Certified Supply Chain Professional - APICS)
- CPIM (Certified in Production and Inventory Management - APICS)
- CIMA (Chartered Institute of Management Accountants – London, England)
- BA (Economics and Business Administration)
- Member of the Project Management Institute (PMI)

Core competencies:

- Producing comprehensive Supply Chain strategies to significantly improve financial results
- Leveraging ERP functionality to improve Supply Chain performance
- Process mapping and process improvements across the extended Supply Chain
- Instruction to various levels of management and staff of the Manufacturing and Supply Chain best practices body of knowledge
- Project Management across all entities in multi-national companies
- Successful implementations of customized ERP applications in multi-national environments
- Financial applications and cost accounting expertise
- Pre-Sales presentation skills to all levels of management including "C" level
- Bridges knowledge gap between the business functionality and Information Technology functions

Past President and Director of Education of local APICS chapter - understands current Manufacturing initiatives such as 6 Sigma, 5S, Lean Manufacturing, Vendor Managed Inventory (VMI), Collaborative Supply Chain, and the technologies needed to assist in their success.

PROFESSIONAL EXPERIENCE

Osmetech Molecular Diagnostics (Near-patient DNA testing appliances)

SENIOR SUPPLY CHAIN MANAGER

2008 – present

Improved the Supply Chain performance during a 300%+ growth period by implementing disciplined processes and procedures, and by increasing the use of ERP functionality. This was done at a time of severely reduced economic circumstances and a reduction in staff. Responsible for \$10 - \$15 million in annual purchases across the global supply chain.

- Successfully managed the company supply chain requirements during a 6-month 300%+ ramp-up in sales
- Increased inventory accuracy from <80% to >95% by controlling processes and defining procedures
- Increased inventory turns from <2 to >8 by using disciplined Purchasing processes and Economic Order Quantities (EOQ) saving over \$500K in inventory investment
- Eliminated stock-outs while at the same time reducing safety stock levels throughout the inventory
- Reduced freight costs by >\$50K annually by negotiating contracts with new vendors
- In collaboration with technical personnel significantly reduced costs of company-strategic vendor materials
- Negotiated improved contracts containing VMI with strategic DNA vendors
- Met material deadlines for two clinical studies and FDA approval processes
- Used disciplined MRP, Reorder Point (ROP), and Kanban systems to control material and drive down carrying costs
- Introduced supplier scheduling to improve cash flow and reduce inventory levels
- Introduced repetitive scheduling to more streamline the manufacturing process

Corporate Knowledge (Consulting group specializing in process improvement in the Supply Chain, standardization of policies and procedures)

TECHNICAL CONSULTANT

2003 – 2008

Clients included:

- Epson America (Subsidiary of Epson Inc.)

- Increased fill rates by >6% and reduced inventory >10% by overhauling safety stock levels
- Introduced and monitored Sales and Operations planning meetings
- Increased forecast accuracy >5% by changing business models
- Reduced reliance on spreadsheets to counter disparate system issues
- International Rectifier (\$1B) in the Semi-Conductor industry. Projects included:
 - \$2 million estimated savings as Project Manager implementing various Procure-to-Pay initiatives including Automatic Clearing House (ACH), Work-Flow, and Procurement Cards (P-Cards)
 - Increased standardization by producing process maps and narratives of all cost accounting and inventory control functions of their worldwide ERP manufacturing and distribution systems
 - Standardized Inventory and Cost Accounting Policies, Procedures, and Processes across the multi-national entities
 - Recommendations to seriously reduce the company's dependence on spreadsheets and to standardize on a centralized ERP system became part of the company's IT strategy
 - Reviewed and audited all cost accounting and inventory control functions for control issues as part of their Sarbanes-Oxley initiatives
- Jet Propulsion Laboratory (JPL)
 - Instruction in the APICS body of knowledge to the inventory management team
 - Consulting in the implementation of manufacturing best practices
- Tecknor Apex (\$500M) in the Resin manufacturing industry
 - Instruction in the APICS Supply Chain body of knowledge to the Planning, Inventory, Purchasing, and Management teams

INDEPENDENT CONSULTANT

2001 - 2003

- Implemented an ERP system for a small toy and children's furniture manufacturing company (\$3M). The cost visibility saved the company in excess of \$50,000 per annum.
- Teaching assignments for APICS in the management of Production and Inventory Control.
- Teaching assignments for the University of Phoenix (Southern California Campuses) in Operations Management, Finance and Critical Thinking/Problem Solving.

Computer Associates (\$4 B - ERP and EAI software)

1998 – 2001

BUSINESS TECHNOLOGIST (Pre-Sales)

Business Focus: ERP, E-Business Solutions, CRM, Workflow & Messaging Technologies

Generated \$3.1 million in revenues based on ERP sales wins. Business role included executive presentations, initial on-site business flow and needs analyses, business case development and payback with custom solution demonstrations.

- Experienced in web-based CRM solutions
- Presented applications with Common Object models linking disparate databases
- Successfully presented web-based storefront, and procurement applications
- Resolved problem accounts decreasing outstanding software issues significantly
- Knowledgeable in Business Intelligence applications
- Active in Local and National ERP user groups
- Successfully demonstrated ERP application in Mexico City to Spanish speaking C level management

Industrial Dynamics (\$50M manufacturer of imaging equipment in the beverage industry) **1993 – 1998**

PROGRAMMING MANAGER (1997 - 1998)

Business Focus: Project management including in-house and contractual programmer activities enabling the company to respond to business changes by immediately implementing technological solutions using source modifications or report writing / tools Kits.

- Led IT development and support effort to move company from Traditional to Lean Manufacturing
- Developed methodologies to reduce programming development time and costs by > 10%.

SENIOR BUSINESS ANALYST (1993 - 1997)

- Successfully resolved business and software issues for Beta site for UNIX based ERP system
- Significantly improved relations between user base and I.T. department
- Interpreted business requirements and controlled customized modifications
- Presented seminars at software manufacturer's annual conferences
- Developed specifications for company compliance to ISO 9000 requirements, resulting in ISO certification

Santa Fe Drilling – (Now Global Santa Fe) \$3.8B Worldwide Oil Drilling Contractor

1977 - 1993

MANAGER, INFORMATION SYSTEMS SUPPORT (1983 - 1993)

- Project Manager for the implementation and support of ERP and Financial Systems worldwide
- Participated in Kuwait Recovery process by replacing systems lost in the military occupation
- Led multi-national staff implementing and supporting application systems on six continents including offshore platforms
- Invited by Hewlett Packard to give seminar at annual Expo on implementing systems in hostile/difficult environments

BUSINESS SYSTEMS CONSULTANT (1982 - 1983)

- In Materials Management and Financial team that developed a customized solution used worldwide and saving the company an estimated \$2 million annually
- Presented cost justifications (ROI etc.) for proposed applications
- Led project team that designed a customized payroll system for the Venezuelan Spanish-speaking community reducing payroll costs by \$50,000 annually

Other experience:

Cost Accounting manager for Johnson and Johnson. Field Accountant for Santa Fe Drilling.

ADJUNCT PROFESSOR University of Phoenix

1990 - Present

Finance, Accounting and Operations Management courses at graduate and undergraduate levels.

APICS INSTRUCTOR (San Gabriel Valley Chapter of APICS)

All courses contained within the CPIM and CSCP body of knowledge

LANGUAGES:

Good working knowledge of Spanish in an office environment.